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AUTHORITY

AGO D/A ltr, 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (25 Jun 68)

FOR OT RD 682172

28 June 1968

SUBJECT: Operational Report - Lessons Learned, Headquarters, 22d  
Replacement Battalion, Period Ending 30 April 1968 (U)

SEE DISTRIBUTION

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*C. A. Stanfield*  
C. A. STANFIELD  
Colonel, AGC  
Acting The Adjutant General

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COM 22d Replacement Battalion

JUL 16 1968

IAHR

This document is  
transmitted  
by

DA, OROBPOK  
FOR OT-RD  
WASH DC 20310

DEPARTMENT OF THE ARMY  
HEADQUARTERS 22D REPLACEMENT BATTALION  
APO 96377

AVIE-CO

14 May 1968

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968,  
Reports Control Symbol GS For - 65 (WFQMAA)

AC of S for Force Development  
Department of the Army  
Washington, D. C. 20310

SECTION I, OPERATIONS: SIGNIFICANT ACTIVITIES

1. Organizational structure is at Inclosure 1.
2. Number of days during the reporting period that the 22d Replacement Battalion engaged in replacement, CONUS returnee, and R&R processing operations: 90
3. No tactical or administrative moves were made during this period.
4. Workloads for the period of this report were at an all-time high in replacements and R&R personnel processed, and up over the previous quarter in CONUS returnees processed. Quarterly comparison tables are at Inclosure 2.
5. This organization continues to operate at approximately 165% of its authorization. A proposed MTOE and TDA submitted on 30 December 1967 is currently under consideration by Headquarters USARV, and that headquarters has permitted sufficient staffing to perform the mission. The principle weaknesses in the TOE are that no provision was made for additional functions such as the 100% baggage inspection of all transients, issuance of clothing items to transients, (field jackets, belts, shoes, hats, uniform insignia), operation of a large motor pool, a boat dock and beach, and lodger unit commander responsibility for Officer, NCO, and Enlisted Clubs, a Post Exchange, Barber Shop, Snack Bar, other PX concessions, repair and maintenance requirements of a major complex of buildings capable of housing up to 4,000 transients, and tactical requirements inherent to sub-sector security in a combat zone.
6. The Battalion self-help program which has been operating through the temporary use of replacements and permanent party personnel continued to produce better facilities for the transient. Engineer support during the period was sparse due to other higher priority commitments. All construction, painting, plumbing and electrical projects were successfully completed

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14 May 1968

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968,  
Reports Control Symbol CS For - 65 (WFOQAA)

by self-help. During the period of this report, hot water was installed in all transient shower facilities, the 507th Replacement Company 1500-man mess hall was completely rewired, a hot water plumbing system was installed, and a remodeled Officer and Senior Noncommissioned Officer wing of the same mess was completed and opened. Six money conversion cages were constructed in each of the replacement company processing buildings for the purpose of providing faster and more efficient money conversion service to replacement, CONUS returnees and R&R personnel. Construction has begun on covered processing structures which will enable more efficient out-of-doors handling of transients regardless of weather conditions.

7. Preliminary plans have been prepared for the consolidation of three NCO/EM Clubs into a single NCO/EM Open Mess, the establishment of the Central Issue Facility, a Special Services and R&R storage warehouse, and a Central Money Conversion Facility with vault. The plans will enable more effective use of existing building space within the Battalion.

8. M-16A1 Rifle Survey: A Department of the Army directed rifle survey of the M-16 Rifle was conducted during the period 31 January - 6 February 1968 using a sample of approximately 2,000 R&R and rotatee personnel as referrals. The purpose of this survey was to obtain information from users of the rifle on its performance. Results of the survey were forwarded to Headquarters, Department of the Army, Office of the Vice Chief of Staff, Washington D. C.

9. On 4 February 1968, 531 passengers on four R&R flights and 213 replacements on one flight were diverted to this Battalion due to enemy activity in the Tan Son Nhut and Bion Hoa areas and later re-routed to Saigon for return of personnel to their units. The use of the 22d Replacement Battalion as a safe haven during this period once again demonstrated the value of its present location in Cam Ranh Bay where the area is relatively secure from the enemy in comparison to all other areas of the Republic of Vietnam suitable for such a facility.

10. As a result of a major aircraft programming change approved by HQ, MACV, the last outgoing 83 passenger DC-6 Pan American R&R aircraft was loaded and departed the Cam Ranh Bay Air Base with R&R personnel aboard on 29 February 1968. Boeing 707 Jet Aircraft (162-165 PAX) are now used for all R&R flights except to Manila. Use of the B-707 Jet Aircraft has required an expansion of processing facilities and frequently taxes housing capability to the limit because it tends to bring in larger numbers of personnel processing for R&R over shorter spaces of time.

11. On 4 March 1968 the Battalion assumed a RED alert posture as a result of enemy mortar and recoilless rifle fire directed at the Cam Ranh Bay USAF Air Base. The Battalion exercised its contingency and ground defense plans with excellent results.

12. On 21 March 1968 this organization began to issue field jackets to personnel arriving from in-country units for return to CONUS. This issue

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is in addition to the miscellaneous issue of uniform accessories such as hats, bolts, shoes, and insignia. A total of 8175 field jackets were issued to COMUSMACV returnees from 21 March to 30 April 1968. Issues will terminate on the first Monday in May (6 May 1968) and will be resumed the third Monday in October (21 October 1968). Volume of issues for the period clearly demonstrates a need for a permanent Central Issue Facility at the Replacement Battalion as proposed in paragraph 6, Section II, Part II, of the ORLL, this command for the period ending 31 January 1968

13. On 10 April 1968 the 22d Replacement Battalion received a letter of commendation from the COMUSMACV, General W. C. Westmoreland through the Deputy Commanding General Bruce Palmer, Jr., citing the Battalion for its outstanding duty performance during the VC/NVA Tet Offensive. A copy is attached at Inclosure 3.

## SECTION II, LESSONS LEARNED: COMMANDER'S OBSERVATIONS, EVALUATIONS, AND RECOMMENDATIONS:

### a. Personnel:

#### (1) Automatic Data Processing of In-country Airlift Manifests.

(a) **OBSERVATION:** Manual preparation of manifests for in-country airlift of replacement personnel is not the best system when large shipments of replacements are involved. Time saved by machine-manifesting these type shipments can be passed back into the operational phases of replacement assignment functions, and permits the administrative processing of additional replacements within a given 24 hour time period.

(b) **EVALUATION:** This unit is responsible for coordinating the in-country travel for a daily average of 400 replacements moving to their final unit of assignment within Vietnam, 90% of which are moved by the USAF on in-country aircraft. The continued need for development of ways and means of speeding processing of replacements into in-country units led to experimentation with machine-prepared aircraft manifests for replacement flights. It was found that manual preparation of manifests for as many as 13 destinations each day is time-consuming, laborious, and subject to a high rate of error; also that since a minimum of seven copies of the manifest are required, the last several copies are frequently illegible. It was further determined that the time spent in preparing manual manifests was requiring an earlier cut-off time in the administrative preparation of reassignment orders and records of replacements to ready them for departure from the replacement battalion. The use of punched cards previously prepared for use in the machine publication of orders for the printing of names on the manifest enabled production of a legible listing in a fraction of the time required to produce a manually typed manifest which can barely be read. All the information needed for manifest publication is already on the punch cards; except the format structure, which is prepared in advance so that names may be easily entered by the IBM 407 at the time manifest preparation is required. Each "press" through the machine produces six clear, legible copies of the manifest, and

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14 May 1968

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968,  
Reports Control Symbol CS For - 65 (WFM/L)

two passes are sufficient to furnish all individuals with "need to know" copies. There is little or no chance for error in the transcription of names and service numbers, and all information printed on the manifests match reassignment orders already issued from the same cards. The time saved by using this system permits manifesting replacements up to four hours later in the day and preparation of additional replacement personnel for movement to in-country units during the same 24 hour period.

(c) RECOMMENDATION: That whenever large shipments of transients are involved, the feasibility of producing machined media be explored as a means of both saving time and expediting the movement of such transients.

(2) Timely return of R&R personnel to in-country units.

(c) OBSERVATION: Close coordination with USAF (Traffic Management) authorities insures maximum use of in-country airlift and benefits R&R returnees who have low priority on their return trip to in-country units of assignment.

(b) EVALUATION: As a result of withdrawal of space-required in-country airlift by the USAF for personnel returning from out-of-country R&R absences, a temporary but chronic daily backlog of individuals developed in the 22d Replacement Battalion, and at the 14th Aerial Port, and some personnel spent two or three days after return to RVN attempting to return to their in-country units on a standby airlift basis. The problem centered around a critical shortage of in-country aircraft, aircraft crews, and a low priority flight status of R&R returnees. The problem was discussed with Traffic Management Agency (TMA), Cam Ranh Bay Air Base, and a plan of programming aircraft spaces was developed for three major in-country destinations. When they are processed for departure from RVN, all R&R personnel are asked at that time to indicate whether or not they will require in-country airlift upon their return from R&R. During their absence out-of-country, space requirements are coordinated by the 526th Replacement Company (R&R Center) with the TMA NLT 96 hours prior to expected return of the individual. Although all R&R returnees cannot be accommodated, the projecting of aircraft space requirements by the 526th Replacement Company (R&R Center) has greatly smoothed the return of the large majority requiring in-country airlift to their units.

(c) RECOMMENDATION: That sufficient in-country airlift be provided as required for all R&R personnel returning to their units upon completion of out-of-country R&R.

(3) Alphabetical Processing of Personnel.

(a) OBSERVATION: The simple process of filing personnel into a processing building in alphabetical order has the end result of automatically alphabetizing turned-in records (at least by the first letter) and reduces

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SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968, 14 May 1968  
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materially the administrative time required to alphabetically arrange personnel records and orders at a later time in the processing cycle.

(b) EVALUATION: A time-study on replacement handling revealed that upwards of 30 minutes per replacement flight (165 personnel) was being used to alphabetize personnel records and other papers taken from replacements at their initial in-processing. Replacement personnel are now filed into the processing building in alphabetical, rather than random, order from their outside formation. The processing officer directs the group to fall out of formation and file in to the building as he calls each letter of the alphabet. This system does not provide strict alphabetizing of personnel but enables gathering personnel records in alphabetical order; and has resulted in savings of administrative time per flight shipment in the section where personnel records are arranged, evaluated, and prepared for later return to the replacement.

(c) RECOMMENDATION: That the technique of arranging replacements alphabetically prior to the beginning of their administrative processing be used whenever possible to enable saved time over the entire processing cycle.

#### (4) Volunteers for Duty in Vietnam

(a) OBSERVATION: Replacement personnel who claim to be volunteers for duty in Vietnam are arriving at the replacement battalion from CONUS without the information required by paragraph 4n, DA Circular 614-11 which identifies them as an RVN volunteer. The absence of this information delays completion of processing of the replacement.

(b) EVALUATION: Whenever possible, HQ, USARV permits second-tour RVN volunteers to return to their former unit of assignment if they so desire and if they can be properly used by that organization. The absence of any identifying data on reassignment orders of a replacement claiming to be a volunteer for RVN has caused this Battalion to initiate time consuming inquiries, record searches, and personal interviews to determine a replacement's status; all of which delays the completion of his processing as a replacement.

(c) RECOMMENDATION: That CONUS commanders concerned be requested to comply with paragraph 4n, DA Circular 614-11.

#### b. Logistics:

##### (1) Feeding of Box-lunches to R&R Personnel on Military Aircraft.

(a) OBSERVATION: The issuance of box lunches to R&R C-54 military aircraft passengers (going to Manila) enhances morale and provides more palatable food for these personnel.



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SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968,  
Reports Control Symbol QS For #65 (WFOGMAA)

14 May 1968

(b) EVALUATION: Military aircraft (C-54, 36 passenger) are used to transport personnel on R&R to and from Manila. These personnel were being issued C-rations for consumption enroute to the out-of-country R&R site. The 526th Replacement Company (R&R Center) coordinated with the Air Force authorities and made arrangements for the USAF to provide box-type lunches to these passengers.

(a) RECOMMENDATION: That whenever possible, R&R passengers on military aircraft be furnished box-type lunches instead of C-rations.

(2) Use of the New Plastic Coated Sandbag.


(a) OBSERVATION: Use of the new type sandbag in the construction of bunkers and sandbagging of buildings in the battalion area has resulted in a major maintenance problem.

(b) EVALUATION: The new weather resistant or plastic coated bag recently issued is not suitable for this area or for use in the construction of culvert type bunkers. The intense heat seems to weaken and melt the plastic fibers of the sandbags causing them to split and shred within a relatively short period of time. When constructing culvert type bunkers the new bags must be continually replaced. The slick surface has no gripping power and easily slips from its position. When this occurs in the lower sections of the bunkers, complete reconstruction is required. This new bag has considerably reduced the life-span of bunkers, caused safety hazards when sandbagging roofs (again due to the slippery surface) and has increased the maintenance by an estimated 30%.

(c) RECOMMENDATION: That the more versatile and durable canvas bag be reissued.

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Incl 3 withdrawn, Hqs. DA

  
JAMES P. [unclear]  
LTC, AGC  
Commanding

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AVHGC-DST (17 May 68) 1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 30 April 1968,  
Reports Control Symbol CS For - 65 (WFOQMAA)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375

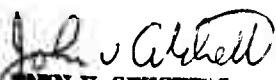
26 MAY 1968

TO: ✓Commander in Chief, United States Army, Pacific, ATTN: GHOP-DT  
APO 96558

Assistant Chief of Staff for Force Development, Department of the Army,  
Washington, D. C. 20310

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 30 April 1968 from Headquarters, 22d Replacement Battalion.
2. Pertinent comments follow:
  - a. Reference item concerning automatic data processing of in-country airlift manifest, page 3, paragraph a(1): Concur. This capability is not available at the present time for local air terminal use, but it is being considered for the future. Availability is not known at this time.
  - b. Reference item concerning timely return of R&R personnel to in-country units, page 4, paragraph a(2): Concur. There was a temporary suspension of space required seats for R&R returnees in February; however, the space required status has been restored. R&R returnees have a low priority and may be required to wait a day or two before obtaining air transportation. Adequate airlift should be made available to assure space required movement within 12 hours. This recommendation will be brought to the attention of MACV-J45 and TMA.
  - c. Reference item concerning use of the plastic coated sandbag, page 6, paragraph b(2): Nonconcur. Favorable and unfavorable comments have been received on the value of the polypropylene sandbag. Since the burlap (8105-285-4744) and the polypropylene sandbag are stored and issued separately, USARV has recommended that the requestor specify the type sandbag required and state in the remarks section of the requisition whether a substitute is acceptable. An acrylic sandbag, which has proved the most promising of the various types tested, will be introduced into SEA during the next FY.

FOR THE COMMANDER:

  
JOHN V. GETCHELL  
Captain, AGC  
Assistant

Copy furnished:  
HQ, 22d Repl Bn

GPOP-DT (14 May 68) 2d Ind

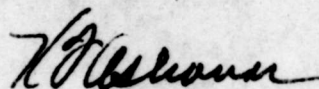
SUBJECT: Operational Report of HQ 22d Replacement Bn for Period Ending  
30 April 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558 14 JUN 1968

TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorsement and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN  
MAJ, AGC  
Asst AG

22D REPLACEMENT BATTALION  
ORGANIZATIONAL STRUCTURE

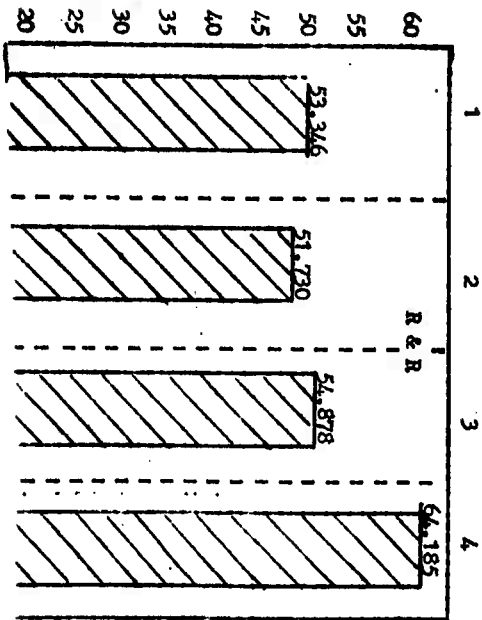
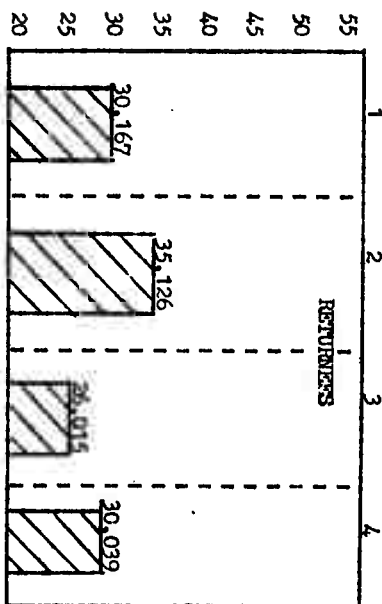
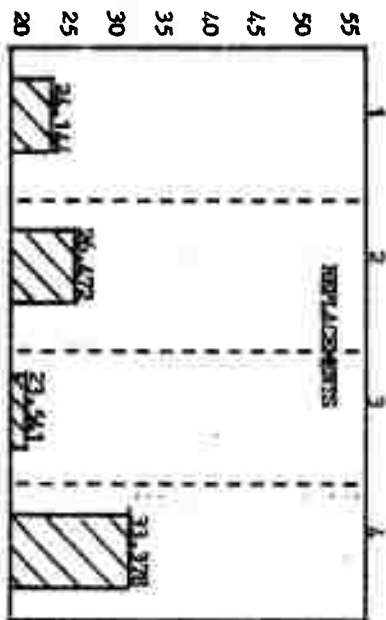
Headquarters and Headquarters Detachment, 22d Replacement Battalion	<u>UIC</u> W-FQM-AA
--	------------------------

ASSIGNED UNITS

507th Replacement Company	W-FUA-BH
510th Replacement Company	W-DEJ-AA
526th Replacement Company	W-BX3-AA
544th Replacement Company	W-FSU-AA

MISSION: To receive, billet, mess, transport and administratively process all individual replacements and returnees for troop units within the I and II corps area and to provide out of country R&R processing for personnel in the II Corps area.

REPLACEMENT, RETIREES, R&R WORKLOAD STATISTICS  
(THOUSANDS)



- 1 - MAY, JUNE, JULY 1967
- 2 - AUGUST, SEPTEMBER, OCTOBER 1967
- 3 - NOVEMBER, DECEMBER, 1967, JANUARY 1968
- 4 - FEBRUARY, MARCH, APRIL 1968

Inclosure 2

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